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27 September 1976

MEMORANDUM FOR: D/DCI/NI

SUBJECT : Balance and Proportion Among the Advisory Panel
Candidates

1. The question of balance is a fairly subjective one, but the present list of 50-plus nominees spans a fairly broad spectrum in most respects.

Age: Most nominees are in their 40s and 50s, which is to be expected. Youth is represented by seven in their 30s

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? need to avoid Team B

Political Background or Orientation: This is extremely subjective. The list does not include any people who could be described as notably left-wing or right-wing. Since the purpose is to get responsible outside perspectives and not to spend time polling a spectrum, the sensible choices necessarily fall within a broad band of moderation. This is a list of thoughtful and experienced people, not a cross-section of public attitudes. Of those formerly in government, veterans of both Republican and Democratic Administrations are represented -- in roughly equal proportions.

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Sex: The list is overwhelmingly male, containing only three women [redacted] If we could think of more suitable women, we would propose them.


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Experience: This is a mixed picture -- necessarily and desirably so. Pure academics (i.e., professors who have never had full-time jobs in government) represent less than one-third of the list, which should dispell apprehensions about academic overloading. More than half the nominees have served in the Executive Branch in responsible policy or intelligence positions during their mature years. Ten are primarily from the world of business or industry. Ten are primarily associated with think tanks and foundations (RAND, Council on Foreign Relations, Social Service Research Council, etc.).

Primary Expertise: Most of the nominees can fairly be called generalists, and that is as it should be. Specialists in detail on individual countries or problems are not included; these make their best contribution as consultants to the producing offices or to individual NIOs.

-- But most generalists have a primary area of expertise. The Panel nominees with Soviet expertise -- especially military and technical -- are the largest single group, justified by the importance of the account and the number of questions and uncertainties which abound in it. For the rest, we have sought to provide a minimum of two for each geographic area, three or four in most cases. Particular attention was given to functional areas of growing importance in world affairs and thus in intelligence -- namely science-technology and economics-oil-north-south issues.

2. Gaps. An ideal list would have more women, and probably a couple of legislative veterans (former Congressmen, Senators, or even seasoned Hill staffers in foreign and/or defense affairs). We plan to get at least one black former Ambassador for the African account. Further suggestions are welcome.


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for Western Europe

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